

# Embrace Your Dysfunction



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**M**y favorite aphorisms include “Mascott is a dictatorship, not a democracy,” “Organized chaos,” “Turkeys and eagles all look alike from a distance,” and “All firms are dysfunctional. It’s just a question of what level.”

Dysfunction also represents personality or character in an organization.

Too much can be a problem, but a little good-natured chaos isn’t the end of office discipline.

Our team is full of characters, starting with yours truly.

Banter and humor add to team spirit, which begins with management.

When it comes to recruiting, this personality, character or dysfunction can make your company a destination, rather than a starting point. A candidate should feel it when he or she walks through your door. Every position should feel like an opportunity instead of a job. Fill those positions with can-do attitudes.

Take a risk on a candidate with a resume blemish if the attitude is there.

Hire on attitude, fire on performance.

Chances are your candidate is employed or has another offer. What can you do to separate your company from

others? What will motivate your candidate to move?

In the Pacific Northwest, Mascott competes for workers with Amazon.com Inc., Nike Inc., Intel Corp., government, trade unions and other PEI members.

Getting into a compensation bidding war almost never ends well, and selling a candidate on our niche industry can be challenging.

Get creative, and identify your strengths. A competitive wage is a must, and then you can offer other benefits for little to no added expense.

Listen to each candidate and discover what motivates him or her.

Is it a flexible schedule, a voice in the company’s direction?

Mascott promotes our family business with a high upside, a growth opportunity for those willing to work for it, and a work-life balance.

For example, we have an outstanding billing clerk who was relocating from Seattle to the Midwest.

Under no circumstances did we want to lose this person.

After spitballing and seeking guidance from a chief financial officer friend,

we set up our billing clerk as her own business and saved the relationship from 2,000 miles away.

We also have an excellent accountant with a neurotic dog.

If left alone on trash day, the dog chews up everything in its path at the sight or sound of the trash truck.

Our controller feared our accountant would leave Mascott for a home-based job. We leapt to solve the problem.

We offered our accountant a fast laptop for working from home on trash mornings. Problem solved.

Good candidates are out there, but they look different today.

You must get creative to find them and then work hard to keep them.



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